



## MEMORANDUM

**TO:** Honorable Alex Penelas, Mayor  
Honorable Chairperson Barbara Carey-Shuler, Ed.D  
and Members, Board of County Commissioners

**DATE:** January 5, 2004

**SUBJECT:** Appointment of  
Director, ETSD

**FROM:** George M. Burgess  
County Manager

I am pleased to announce the appointment of Mr. Ruben Lopez as Director of the Enterprise Technology Services Department (ETSD), effective January 20, 2004. An interview panel comprised of senior executive management reviewed over one hundred seventy applicants for this position. Interviews were conducted with several finalists and a short list of four highly qualified professionals was forwarded to me for final consideration.

Mr. Lopez brings to the County over 20 years of executive level experience in the field of information technology. His work in this area has been comprehensive and diverse, reflecting a proven track record in the oversight of large, complex IT functions in both institutional and corporate settings. He holds a Masters Degree in Business Administration from the University of Miami.

Mr. Lopez's senior management experience began as Assistant Vice President/Chief Technology Officer for the University of Miami. His career with the University spanned more than fifteen years during which time he was responsible for all aspects of the institution's information technology, including data centers, technical service centers, call centers, communication networks (voice and data), the Network Operations Center (NOC), applications development, telecommunications, and computer systems operations.

Subsequently, Mr. Lopez served as Vice President of CBS Sportsline.COM, Chief Information Officer of Intermedia Communications, Inc., and more recently, Chief Technology Officer for the State of Florida Board of Education and Department of Education. I am attaching a copy of Ruben's resume for your reference.

With his thorough knowledge of complex IT systems and his experience in developing, coordinating, guiding and maintaining IT operations in support of larger strategic objectives, Mr. Lopez is well suited to provide strong leadership to the newly consolidated department.

I am confident that he will be a valuable asset to our workforce and ask you to join me in welcoming Mr. Lopez to the Miami-Dade County family.

Attachment

cc: Honorable Bennett Brummer, Public Defender  
Honorable Joseph P. Farina, Chief Judge, Eleventh Judicial Circuit  
Honorable Katherine Fernandez-Rundle, State Attorney  
Honorable Harvey Ruvin, Clerk, Circuit and County Courts  
Robert A. Ginsburg, County Attorney  
Marvin O'Quinn, President, Public Health Trust  
Robert Meyers, Executive Director, Commission on Ethics and Public Trust  
Christopher Mazzella, Inspector General  
Assistant County Managers  
Department Directors

**RUBEN LOPEZ**

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***Vice President and Chief Information Officer***

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- Progressively responsible IT experience leading companies' technology growth, with activities including strategic planning, business unit profit and loss responsibilities, staffing, budgeting, and project management.
- Accomplished at partnering with executives organization-wide to balance strategic plans and technology innovation with tactical business goals, continuously delivering cost-effective, value-adding IT solutions.
- Proven ability to develop and direct high-performance teams that complete projects on time and under budget.
- Received "2002, CIO of the Year," from the Tampa Bay CIO Council— May 1, 2002
- Received "2001, CIO IT Staff Of the Year Award" from the Tampa Bay CIO Council.
- MBA; candidate for M.S. in C.I.S.; extensively published IT author.

**EXPERIENCE****Florida Board of Education and Department of Education, Tallahassee, FL. 2002 – 2003**

The Department has been reorganized to support a K-20 educational environment. Florida's educational community has 67 school districts, 28 community colleges and 11 state universities including a state-wide instructional data network and public broadcasting system.

**Chief Technology Officer**

The chief consultant on information technology (IT) to senior management. Responsibilities include to provide technology vision and leadership for developing and implementing IT initiatives while creating and maintaining leadership for the Department in a constantly changing technology environment.

- Formulated strategic plan to consolidate three (3) disparate educational technology systems (K-12, Community Colleges and State Universities) into a K-20 environment..
- Successfully completed the integration of the three disparate organizations.
- Consolidated K-20 orientation for Technology.
- Consolidated four (4) data center supporting the delivery systems
- Consolidated three (3) e-mail systems, networks and firewalls.
- Developed an educational technology strategic plan to support the State's educational technology needs.
- Integrated the e-learning and instructional technology initiatives.
- Developed a service-oriented architecture to support the customer focus organizational design.
- Increased emphasis on accountability.
- Built capabilities in school improvement and marketed the range of services provided "to the field."
- Ensured quality, efficient services with an infrastructure support organization and internal shared services.
- Developed, implemented and installed an Education Data Warehouse and its data marts.
- Outsourced the Florida Information Resource Network (FIRN).
- Formulated and presented to the Governor's Office, Office of Planning and Budget, Legislative Committees and legislative staff the annual fiscal requirements including the strategic projects. Approved.
- Completed 26 projects and saved \$1.7M by renegotiating existing contracts, completing projects earlier and amalgamating resources.

**Intermedia Communications Inc. (ICIX), Tampa, FL. 2000 - 2002.**

\$1.3 billion run-rate corporation with \$4.0 billion market capitalization. Integrated Communications Provider (ICP). Recently acquired/merged with MCI/WorldCom. Provided technology vision and leadership for developing and implementing information technology (IT) solutions in support of Intermedia's mission and strategic initiatives.

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**Vice President and Chief Information Officer**

Enterprise-wide planning in developing, coordinating, guiding and maintaining IT strategic and operational plans in support of the overall business strategy. Complete responsibility for technology vision and leadership of all IT initiatives, overseeing \$100 million budget and 330+ IT personnel nationwide. Complete responsibility for Intermedia Business Internet (IBI) business unit (P&L). Work in close cooperation with business units (Digex and Shared Technology Fairchild, Inc. subsidiaries). Reporting to the Chairman and CEO.

- Serve as strategic leader in executive team, guiding development of next level of products, services and technology development.
- Member of due diligence team in a key role negotiating and completing WorldCom's acquisition of Intermedia.
- Led the Transitional Team in all aspects of post-merger systems integration.
- Developed strategic information systems plan for systems alignment synchronizing information systems plans with business plan. Also designed and developed IT organizational structure to support corporate growth goals.
- Created and managed call centers and technology supporting fulfillment, field operations support, and multiple network operations centers in Florida, Maryland, Louisiana, and New York.
- Led development of integrated Operating Support System (OSS) plan supporting flow through provisioning for e-Business applications. OSS must support convergence of technology in ICP environment. Strategies include global access to customers, creating environment where sales costs will be lowered, thereby increasing market share and profit margin.
- Technical accomplishments included:
  - Implemented PeopleSoft Enterprise Resource Planning (12 modules including Finance/HR)
  - Migrated from PeopleSoft to SAP R3 after WCOM's merger.
  - Outsourced desktop side support, improving service level agreement nationwide (levels 1 and 2) and saving \$3.4 million in maintenance capital budget.
  - Delivered 24 IS projects on time and under budget, reducing capital outlay by \$5 million.
  - Formulated security strategy and policies to support Web-enabled applications.
  - Implemented computer telephony interfaces (CTI) features to integrate 2 call centers in Florida and Louisiana
  - Implemented processes to support Systems Development Life Cycle (SDLC).
  - Reorganized IT department to support Business-to-Business Internet style infrastructure, buffering users from major changes in back office applications by hiring, retaining, and retooling current staff.
  - Developed and implemented enterprise standards, policies and procedures where users can request support on new projects from IT organization.
  - Provided leadership on e-commerce strategies, including CRM.

**CBS SportsLine.COM, Fort Lauderdale, FL. 1999 - 2000.**

SportsLine.Com, Inc. is the leading edge of media companies providing Internet sports content, community, and e-commerce on a global basis.

**VP - Information Technology**

Responsible for all aspects of IT including systems development in 24/7 environment, overseeing over 100 developers worldwide (client/server, eBusiness and Internet) with 8 direct reports. Activities consisted of strategic planning, fault tolerance web operation; disaster recovery; stress testing; capacity planning; customer relation database development; e-commerce, image content, personalization/targeting, customer relation management (call center); data warehousing/data mining project for customer information initiative; and traditional MIS functions, including networks,

telecommunications, technical support, and production control.

- Developed company's IT strategy and technology vision, providing leadership during implementation phase.
  - Implemented Lawson Enterprise Resource Planning modules for finance and human resources.
  - Developed and implemented with business users the eCommerce data warehouse, including installation of infrastructure (hardware and software).
  - Evaluated Customer Relationship Management (CRM) software and in-bound e-mail software vendors to support Customer Care Call Center. Products are intrinsically integrated to support back office functions, with back office architecture designed to integrate disparate data sources.
  - Installed and implemented personalization and targeting software packages, enabling increase in revenues.
  - Reorganized IT Department to support growth of enterprise.

University of Miami, Coral Gables, FL. 1983 - 1999.

**Assistant Vice President/Chief Technology Officer - Information Technology**

Responsible for all aspects of the institution's information technology, including data centers, technical service centers, production scheduling functions, call centers, communication networks (voice and data) and the Network Operations Center (NOC), and application development, medical network services, telecommunications including Customer Service Delivery and Operations, and computer systems operations.

- Led implementation of Academic/Business On-line Applications development systems, with hardware platform supporting legacy systems converted from the Sperry Univac hardware platform to IBM platform without interruptions.
- Directed development and implementation of telecommunications strategic plan, plus developed and directed Business Process Reengineering (BPR) Plan that supported the Long-Range Information Systems Plan. Due to rapid change in technology, the BPR Plan was converted into ongoing Continuous Improvement Plan focused on obtaining high user's satisfaction.
- Managed development and implementation of 5-year Hardware Strategic Plan supporting academic and administrative functions.
- Directed development of an integrated wide area network (WAN) and campus area network (CAN), including local area network standards.
- Merged Information Systems Computer Operations with Telecommunications Department.
- Developed and implemented Business Continuity/Disaster Recovery Plan (DRP) for entire enterprise as well as the I.T. organization.
- Designed and implemented Jump Level Management process for the staff to communicate and understand the University's strategic directions including "Total Quality Management."

Sperry Univac, Miami, FL. 1972 - 1983.

**Systems Analysts Manager/Project Manager/Senior Systems Analyst/Consultant**

Responsible for all Sperry Univac 1100 series in South Florida. Activities included supporting Marketing/Sales Department on pre-sale analysis, design, and implementation of large application systems; supporting branch consulting efforts by providing assistance on management of technology engagements; developing on-line application packages for several industries. Managed 27 systems engineers and analysts.

Previous employers included Control Data Corporation and Radio Corporation of America, holding positions of Systems Engineer and Test Engineer.

## EDUCATION

Currently pursuing M.S. in C.I.S., University of Miami.  
M.B.A., University of Miami.  
B.A. Mathematics/Computer Sciences St. Thomas University.

## PROFESSIONAL AFFILIATIONS

Co-Chair State of Florida CIO Council  
Northwest Regional Data Center - Board of Director Member  
Florida Education Technology Corporation - Board of Director Member  
University Credit Union - Former Board of Director Member  
Greater Miami Chamber of Commerce - Former I.T. Committee  
Miami-Dade Beacon Council - Former I.T. Member  
SIM - Society of Information Management  
Tampa Bay CIO Council

## COMMUNITY ACTIVITIES

Member of the Hemisphere Summit's of the Americas I.T. and Telecommunications Subcommittees.  
Member of the City of Miami's Blue Ribbon Task Force Technology Committee.  
Member of the State of Florida Governor's Internet Coast and I4 Technology Corridor  
Who's Who in America

## PAPERS, PRESENTATIONS & PUBLICATIONS

"Local Area Network: Primer for Future Potential Users." Master Thesis, 86.

"Data Communication Today." Taught a seminar in the Second IEEE Conference, Mexico City, D.F., Mexico (March 3, 1987). MEXICOMM.87.

"University of Miami LAN: A Case Study."

Paper presented at the CAUSE Annual Professional Association of Information Technology in Higher Education Conference, Tarpon Springs, Florida (December 2, 1987). Published in the Conference Proceedings.

"New Technologies are presenting a Crisis for Middle Management."

Paper presented at the CAUSE Annual Professional Association of Information Technology Professionals in Higher Education Conference, Nashville, Tennessee (November 30, 1988). Published in the conference Proceedings.

"Networking It's Not Easy; But, It's Possible."

Presented at MIT Annual College and University Machine Records Conference, Boston, Massachusetts (May 14, 1989). Published in the conference Proceedings.

"CIO: Is He RIP?"

Co-authored and presented at EDUCOM 89 Conference, Ann Arbor, Michigan (October 12, 1989).

"Telecommunications Planning: A Start is Born."

Presented at the Annual Association of Colleges and Universities Telecommunications Administrators Conference, Orlando, Florida (July 17, 1990).

Published in the conference Proceedings.

"Is Client Server the Future of Information Processing?"

Presented at the CAUSE Annual Conference for Information Technology on Colleges and Universities on Management of Technology, Anaheim, California (December 3, 1991). Published in the conference Proceedings.

"Jump Level Management: A Customer Service Strategy."

Presented at the Third International Conference on Management of Technology, Miami, Florida (February 17, 1992). Published in the conference Proceedings.

"Jump Level Leadership: A Management Strategy at the University of Miami."

Published in the CAUSE/EFFECT Volume 15 number 1 Spring 1992.

"Is Client Server the Answer?"

Presented at the Annual Conference of the Colleges and Universities Machine Records, Miami, Florida (May 3, 1992). Published in the conference Proceedings.

"Service Oriented Networking."

Presented at the 9<sup>th</sup> INTEROP, 93 Spring Conference, Washington, D.C. (March 8, 1993).

"Disaster Recovery Paradise Lost."

Presented at the Annual Conference of the Association of Colleges and Universities Telecommunications Administrators, Nashville, Tennessee (July 20, 1993). Published in the conference Proceedings.

"Expanding Support Systems into 'eBusiness Support Systems'"

Presented at the ICM Conference On OSS for New Generation Networks, Miami, Florida (January 16, 2001).

Additional publications are available upon request.

**References Upon Request**